

DD/A Registry

File *Training-6*  
9 MAY 1977

77-2598

MEMORANDUM FOR: Director of Central Intelligence  
VIA: Deputy Director of Central Intelligence  
FROM: John F. Blake  
Deputy Director for Administration  
SUBJECT: Letter from Kepner-Tregoe Representative  
REFERENCE: Letter to DCI from Kepner-Tregoe  
Representative dated 27 April 1977

1. Action Requested: Your signature is required on a reply to a letter from the vendor of management materials, Kepner-Tregoe, Inc., dated 27 April 1977.

2. Background: Reference letter from Dr. Charles M. Bishop, Jr. makes a judgment, namely that Kepner-Tregoe (K-T) materials are underutilized in our management training. The Office of Training has used the copyrighted K-T materials for about a year, since hiring Mr. [REDACTED] who is a licensed K-T instructor. However, running the K-T course has occupied only a minor part of Mr. [REDACTED] time. To date, the Office of Training has run the K-T program seven times for 117 students, for a total cost of materials of approximately \$17,000. While the course has received moderate interest in CIA, we feel implementation of the K-T techniques requires saturation training at all management levels of the Agency. Therefore, we are planning to discontinue running this course since similar subject matter is used in other training courses. We also have available to us at no cost a more concise non-copyrighted program used by the Civil Service Commission which we can use for workshops as needed.

3. Recommendation: It is recommended that you sign the attached letter referring the vendor to the Director of Training.

/s/ John F. Blake

John F. Blake

Attachment

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Charles H. Bishop, Jr., Ph.D.  
Associate  
Kepner-Tregoe, Inc.  
The Watergate  
600 New Hampshire Avenue, N.W.  
Washington, DC 20037

Dear Dr. Bishop:

Thank you for your letter of 27 April 1977. As you probably know, we have been using Kepner-Tregoe materials for about one year. Representatives of our Office of Training inform me that the course has been moderately successful.

As you can appreciate, I am not yet well acquainted with the details of our training establishment. I suggest that a discussion with Mr. Harry Fitzwater, Director of Training, might be more appropriate at this time. Mr. Fitzwater's telephone number is [REDACTED]

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Yours sincerely,

STANSFIELD TURNER  
Admiral, U.S. Navy

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DD/A Registry  
77-2424

Executive Registry  
77-1144

OTR Registry  
77-4367

KEPNER  
TREGOE

27 April 1977

Admiral Stansfield Turner  
Director,  
CENTRAL INTELLIGENCE AGENCY  
Washington, D.C. 20505

Dear Adm. Turner:

The purpose of this letter is to request an appointment with you to discuss the use of some basic concepts and ideas that can directly affect decision-making in the C.I.A. This resource is presently available in the C.I.A., but is presently being under-utilized. The track record of the program is that it has been exceedingly well received and participants within the program identify it as a program that should be offered at the higher levels in the C.I.A.

The objectives of the program are to:

- o sharpen the individual managers' ability to analyze problems, make decisions and prevent potential problems
- o sharpen the ability of managers to ask relevant and specific questions of the right people
- o increase the ability to make more objective and effective evaluation of conclusions and recommendations
- o development of subordinates' skills in problem-solving and problem prevention.

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The person that you have groomed as an internal instructor is Mr. [REDACTED]. He is an excellent instructor and potentially an outstanding resource to the C.I.A.

We presently do regular business with a number of federal, state and local governments and over 75% of the world's top money-makers. I feel strongly that these same ideas and processes could assist you in the future direction of the C.I.A.

Let me reference some administrators who we are presently doing business with, and who could give you additional information on our ability to produce results for you:

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Admiral Stansfield Turner  
27 April 1977

Admiral E.T. Westfall  
Commander (100)  
NORFOLK NAVAL SHIPYARD  
Portsmouth, VA 23709  
804/393-7318

Robert H. Wertheim  
Technical Director of Navy Strategies  
Systems Project Office  
OX5-2964

Rear Admiral Levering Smith  
Commanding Officer  
OX5-2064

Honorable Joseph T. McCullen  
Assistant Secretary for Manpower  
and Reserve Affairs  
UNITED STATES NAVY

In the next week I will call your office to set up a personal meeting at your convenience to discuss how these ideas can be better utilized in the C.I.A. During these days where government is expected to get the results with a decreased resource base, our approach can make a difference. I look forward to meeting with you.

Sincerely,



CHARLES H. BISHOP, JR., PH.D.  
Associate

CHB/vmv  
Encl.

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